

# Budget Priority Setting Preparation

Budget Retreat  
1.29.2020



# Overview



Board Budget Priorities  
A Look Back to Now

Performance Highlights

The following slides show performance information for FY2020 and FY2021 (to-date) to be used as a refresher for the BOCC prior to priority setting.

Performance

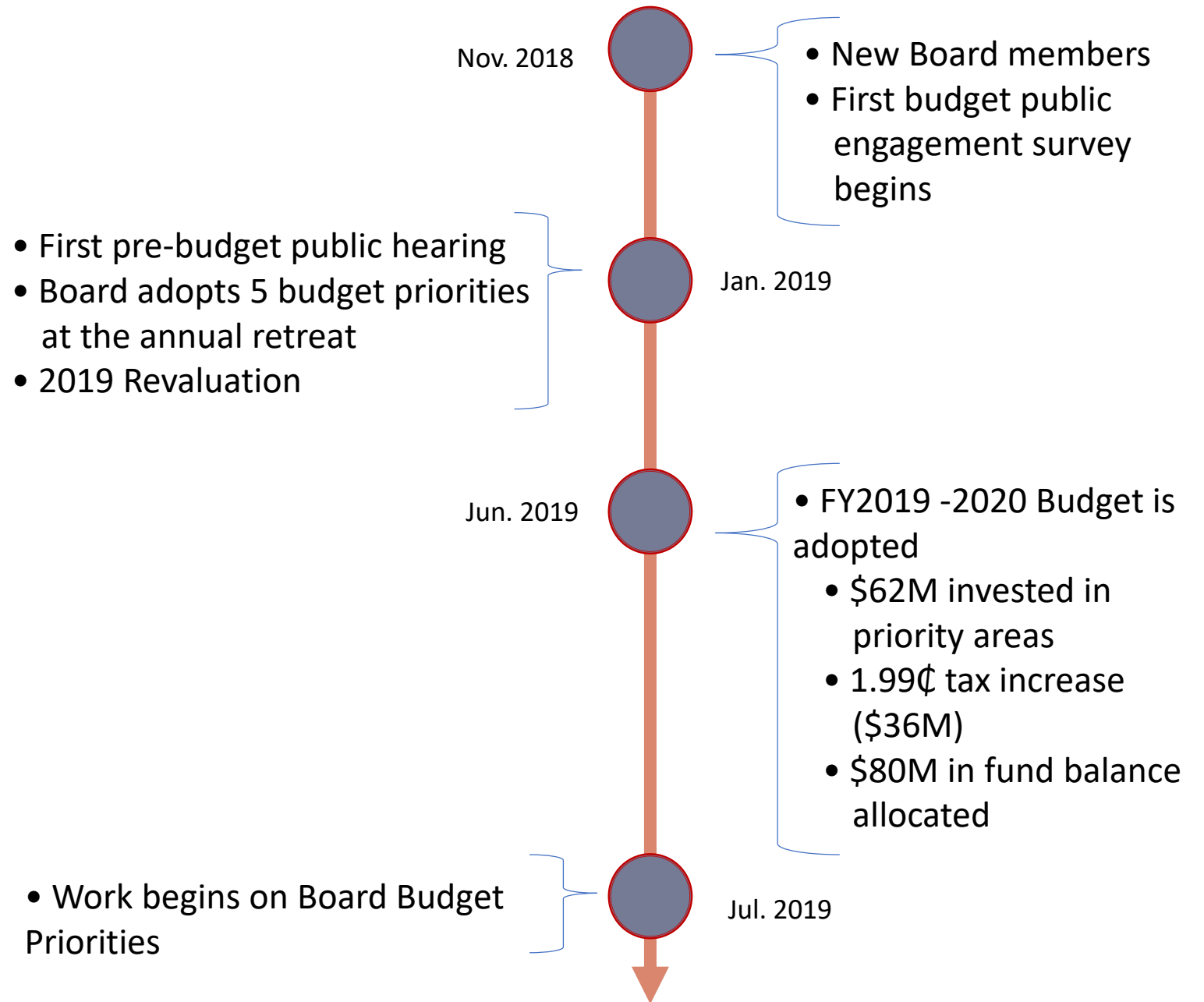
## **Purpose:**

Provide background information and opportunity for discussion in preparation for budget priority setting

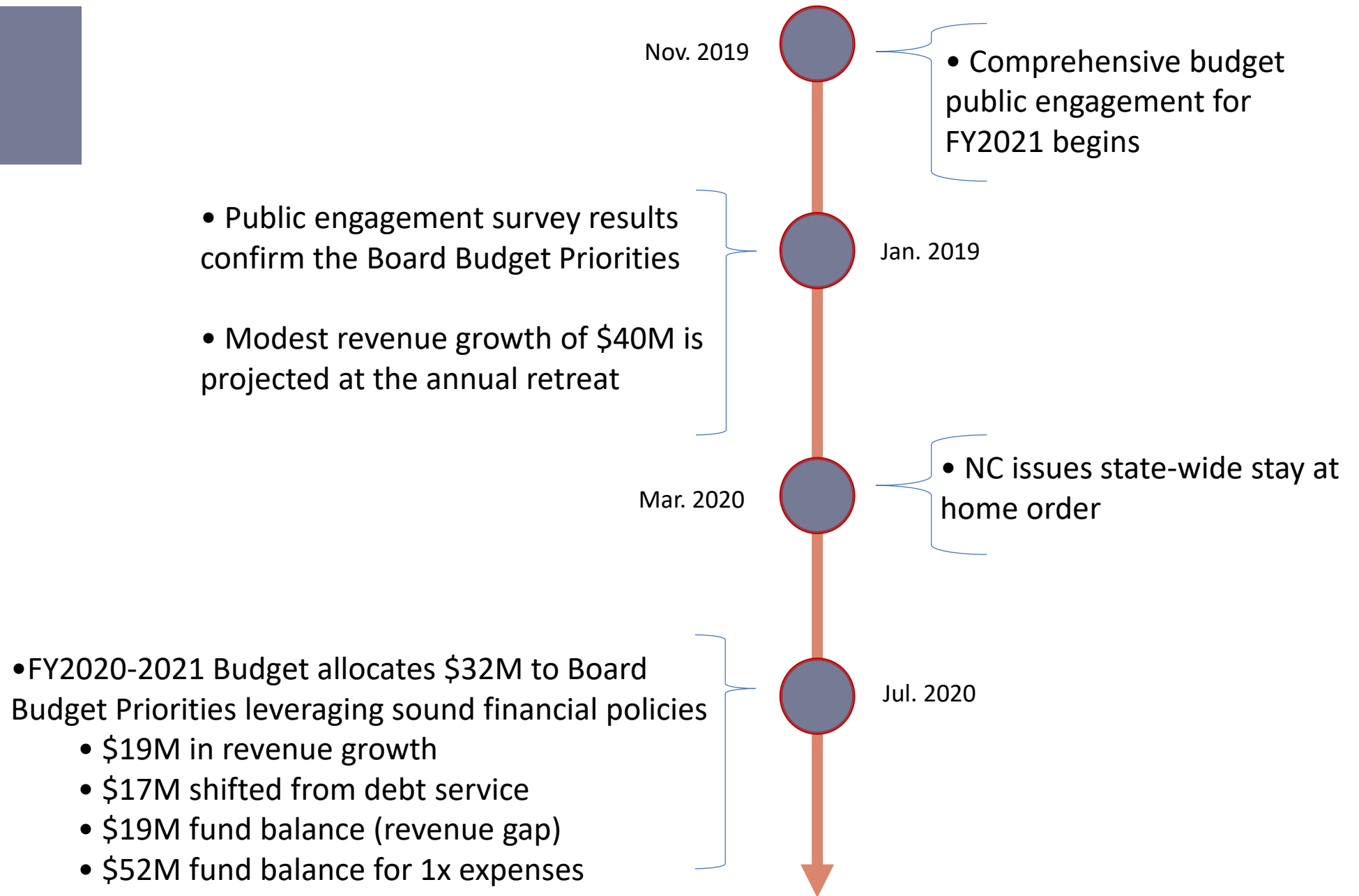
A photograph of a paved road with a yellow center line, receding into the distance. The road is flanked by dense green foliage. The image is slightly blurred, giving it a sense of depth and perspective. The text "Board Budget Priorities – A Lookback to Now" is overlaid in white, centered on the road.

# Board Budget Priorities – A Lookback to Now

# FY2020 Budget

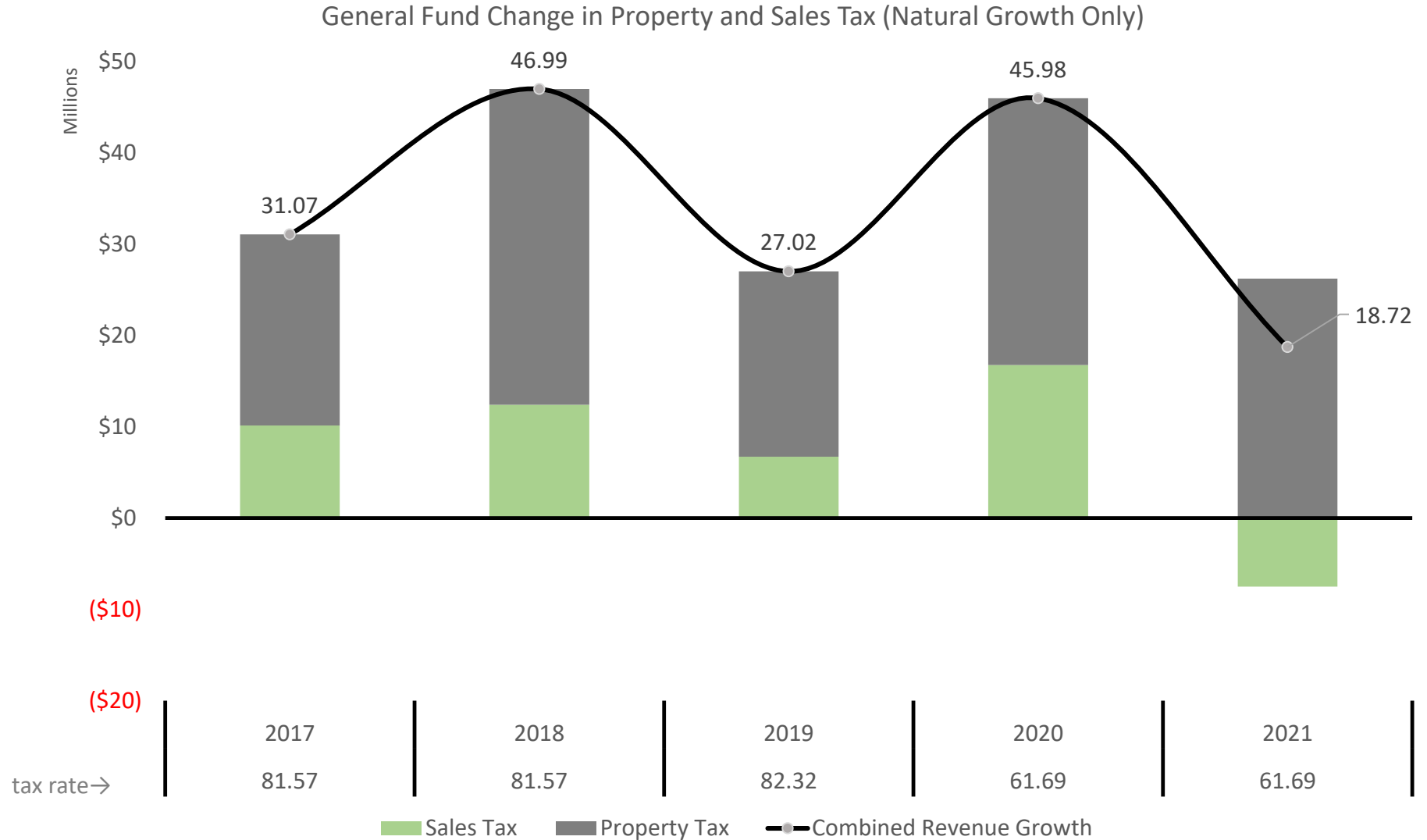


# FY2021 Budget



# Natural Revenue Growth

- General Fund Property tax averages \$26M
- Prior to FY2021 Sales tax averaged \$11.5M
- Combined revenue growth averaged \$38M
- FY2021 Revenue growth was \$18.7M





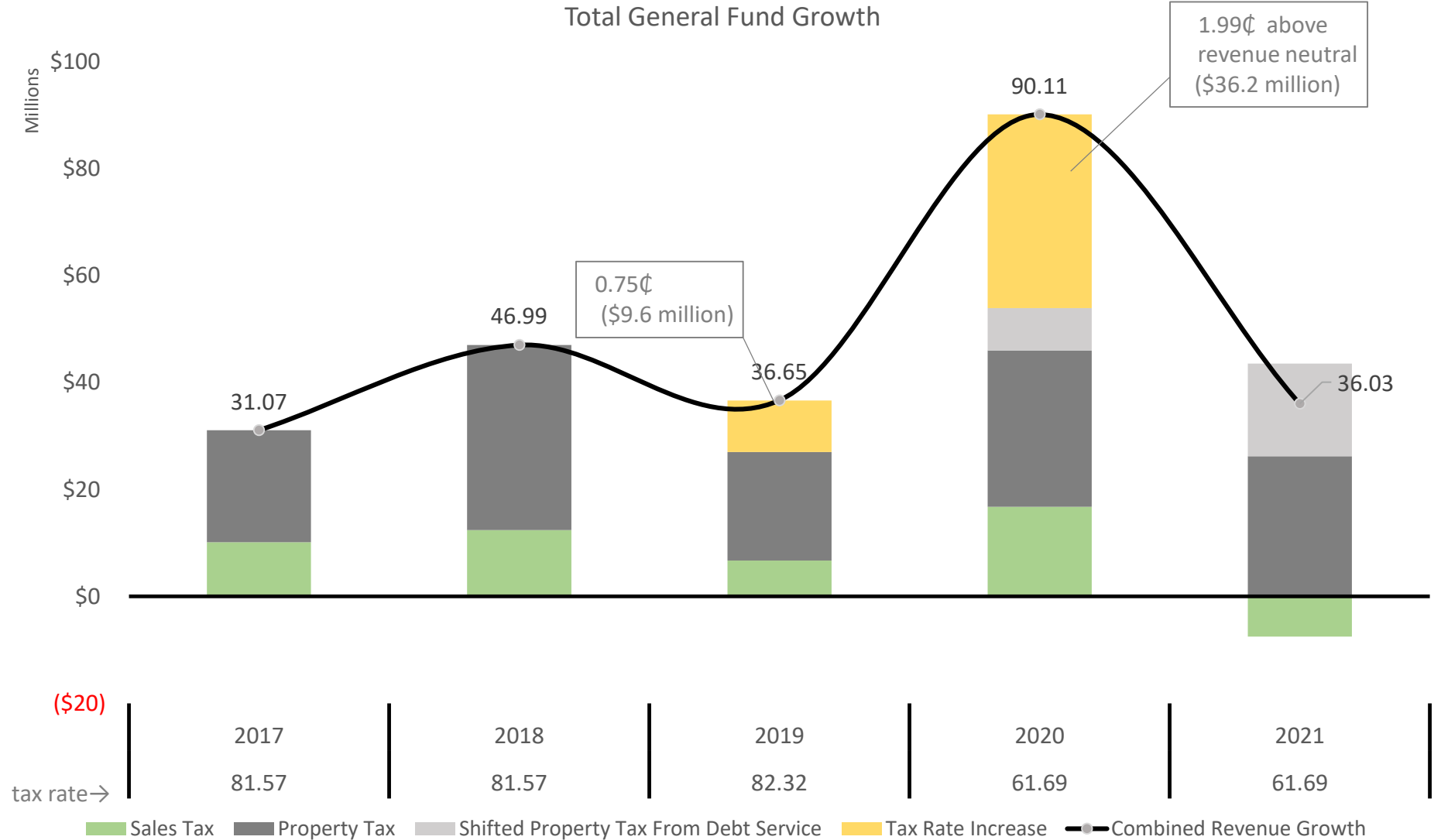
# Added Revenue

- Added \$36.2M with a tax increase in FY2020 and \$9.6M in FY2021

- Sound financial policies have allowed the county to further leverage resources

- Shifted \$17.3M from Debt Service Property Tax Allocation

- \$19M in fund balance was also appropriated to fill FY2021 revenue gap (not shown in the chart)



# Major Investments – FY2020 & FY2021

## Reduce Racial Disparities

\$14.6M invested to Reduce Racial Disparities in Food Security, Health Care, Non-Profit Funding, Small Business Support, Park Investment, Census Representation, Library Access, and MWSBE program review.

## Meck Pre-K

Expanded MECK Pre-K by \$12.5M, serving 986 additional children and 56 new classrooms.

Cleared the Childcare Waitlist of all 4-year-old children by investing \$14M

## Affordable Housing

Established Affordable Housing Rental Subsidy Fund, with \$14M

Funded the critical-home repair program for 2 years \$2M

Invested \$500K to provide legal services to residents in eviction proceedings

## Mental Health

Funded \$9.2M of new mental & emotional support positions at CMS

Increased Mental Health support services at the Detention Center

## Parks & Greenways

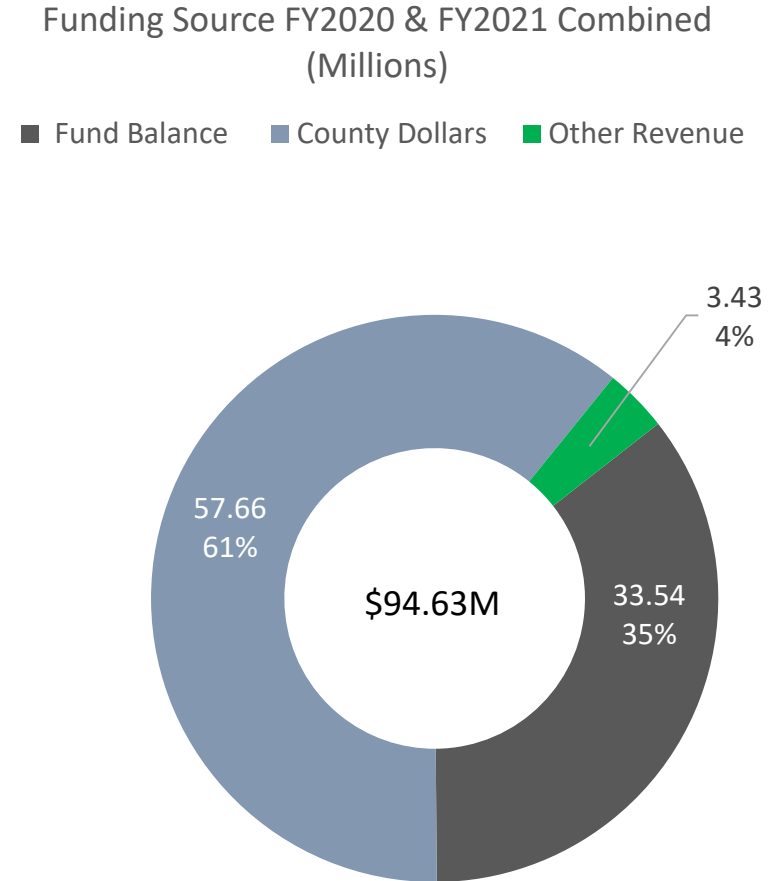
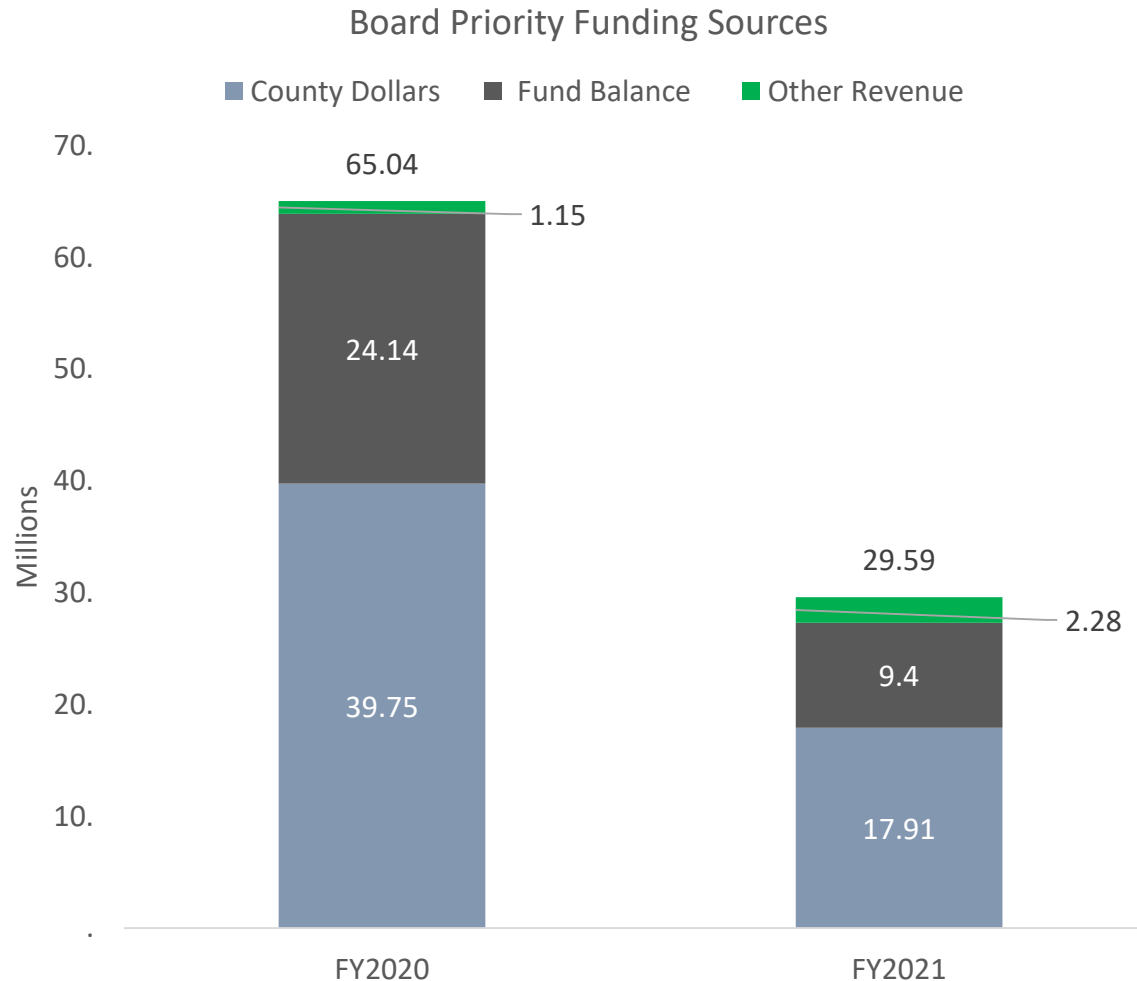
Increased funding for Parks & Greenways by \$21.2M and 124 positions

Accelerated greenway projects with \$30M in additional capital funding



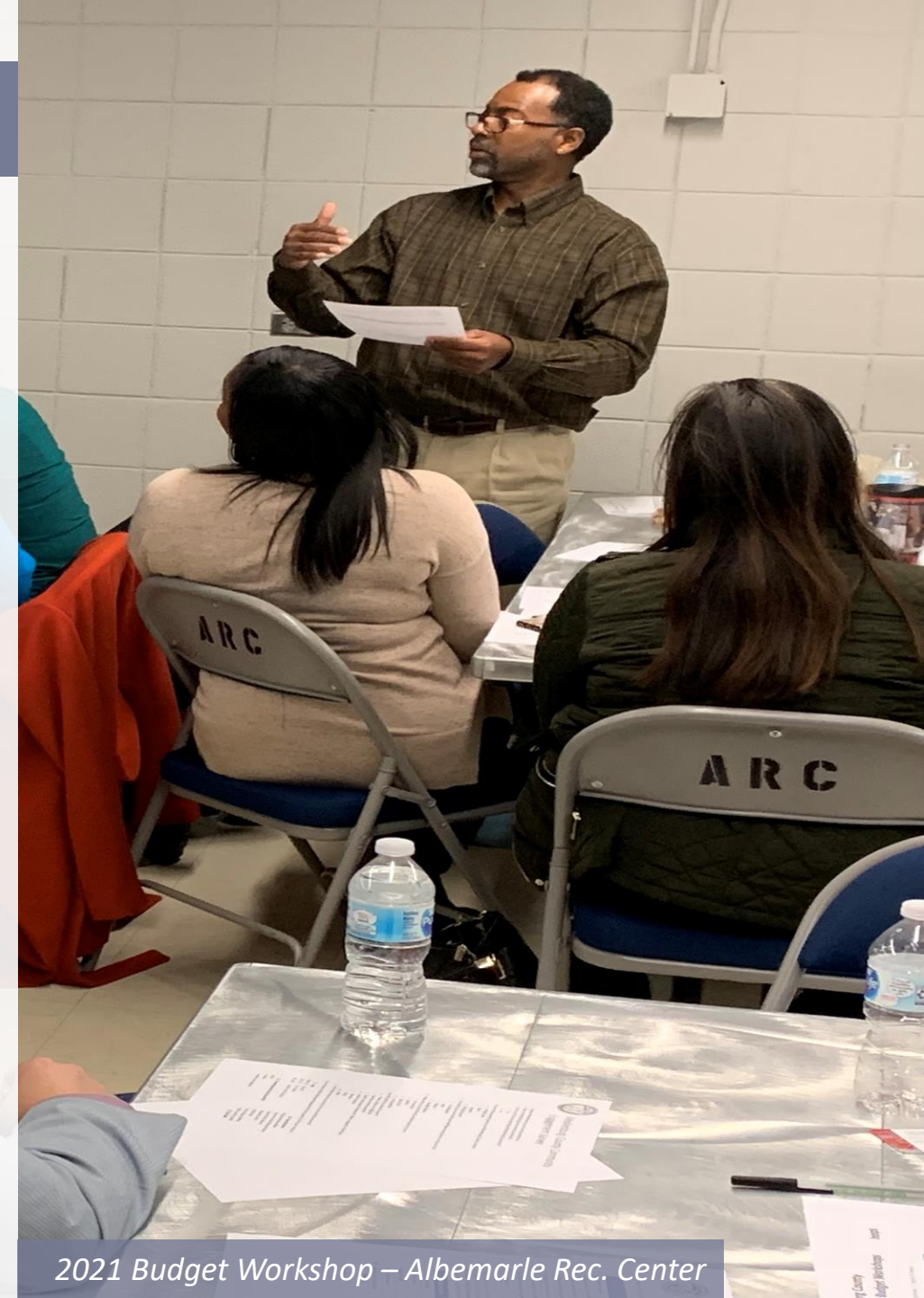
# Funding Sources – FY2020 & FY2021

- \$94.6M over 2 years
- \$33.5M one-time fund balance
- \$57.6M ongoing County dollars
- 139 positions



# Some Challenges

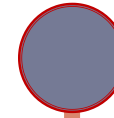
- Affordable housing was a new role for the County. Over the last two years, County Staff have been working with new partners to develop responses to begin addressing this issue
- Residents in the budget workshops had an unclear understanding of Reduce Racial Disparities and often asked - **“Should it not be part of all the priorities?”**
- All-encompassing nature of Reduce Racial Disparities makes it challenging to identify individual budget investments exclusively tied to this priority
- COVID19 resulted in some delays as the community shifted in response to the pandemic
- Identifying solutions to match the funding (ex. Food Deserts)
- Recruitment and retention



# FY2022 Budget

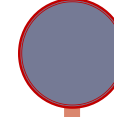
- Public Engagement Survey results continue to indicate that Education, Affordable Housing, and Health& Human Services are the three highest priorities for the community
- Recruitment and retention is critical to continued success achieving the goals of the Board
- Medicaid transformation will impact FY2022
- The Board has discussed:
  - Education
  - Park and Recreation Master Plan
  - Environmental Stewardship Action Plan
  - MWSBE Purchasing
  - Many other topics of interest
- The Board will have an opportunity to reassess the Budget Priorities

Nov. 2020



- Budget public engagement for FY2022 begins
- Two new members elected to the Board

Jan. 2021



# Performance Highlights

The following slides show performance information for FY2020 and FY2021 (to-date) to be used as a refresher for the BOCC prior to priority setting.

# Affordable Housing

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# Board Priority: Affordable Housing *(performance)*

## Rental Housing Assistance

Program	Number of Households Housed*	
	FY2020	FY2021 (Q1)
Meck Home	66	46
Link Housing	10	13
Keeping Families Together	8	12
Lake Harbor**	13	11
Total	97	82

**MeckHome** includes Salvation Army, Roof Above and the Relatives  
**Link Housing** includes Roof Above  
**Keeping Families Together** includes Supportive Housing Communities

\* Number for FY2021 may include those also housed in FY2020 + new persons housed in FY2021.

\*\* Out of the 13 families reported in FY2020, 11 families are still being assisted. Two families successfully exited the program.

# Board Priority: Affordable Housing *(performance)*

## Eviction Prevention Assistance

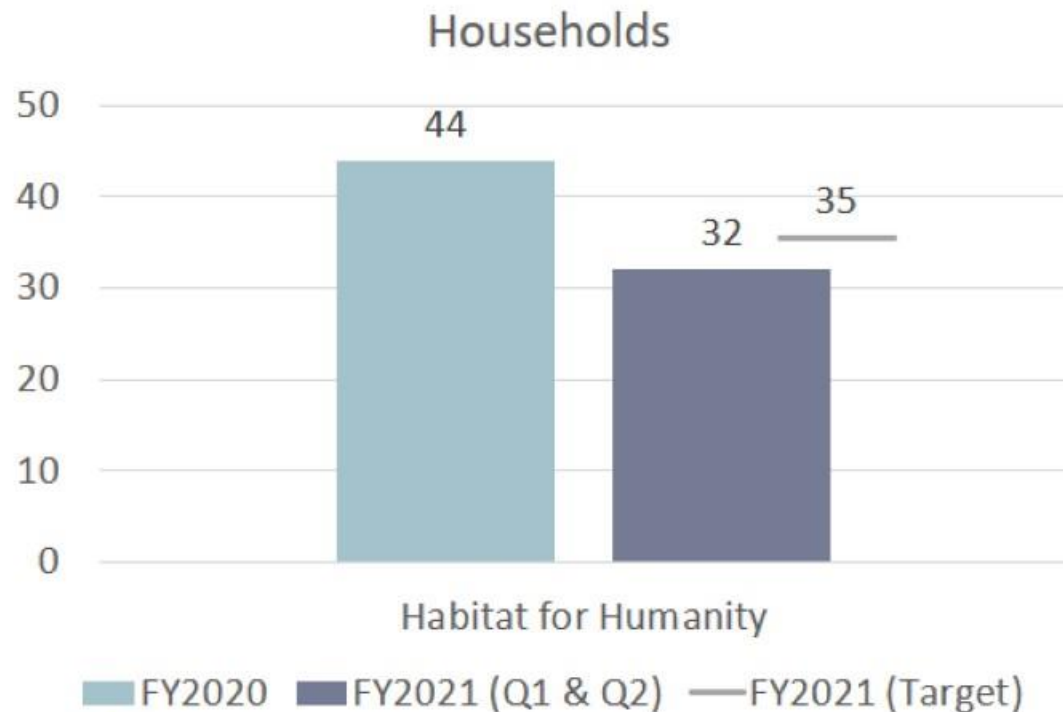
Program	Number Assisted	Number of tenants receiving legal advice and brief service relating to avoid eviction	Number of tenants receiving legal representation to avoid eviction	Number of tenants receiving legal advice and brief service relating to avoid eviction	Number of tenants receiving legal representation to avoid eviction
	FY2020	FY2021 (Q1)		FY2021 (Q2)	
Charlotte Center for Legal Advocacy	55	23	21	N/A	
Legal Aid of North Carolina	1149	210	92	293	140
Total	1204	233	113	293	140

**Note:** According to national data, ninety percent of landlords are represented by attorneys in housing court cases, while ninety percent of tenants are not. According to local data for Charlotte-Mecklenburg Evictions, in July 2016, 82% of eviction cases filed, the plaintiff (landlord) had legal representation. On the other hand, 84% of cases that received judgment to evict, the tenant was not present at the small claims court trial.



# Board Priority: Affordable Housing *(performance)*

## Critical Home Repair



## Transitional Housing

103

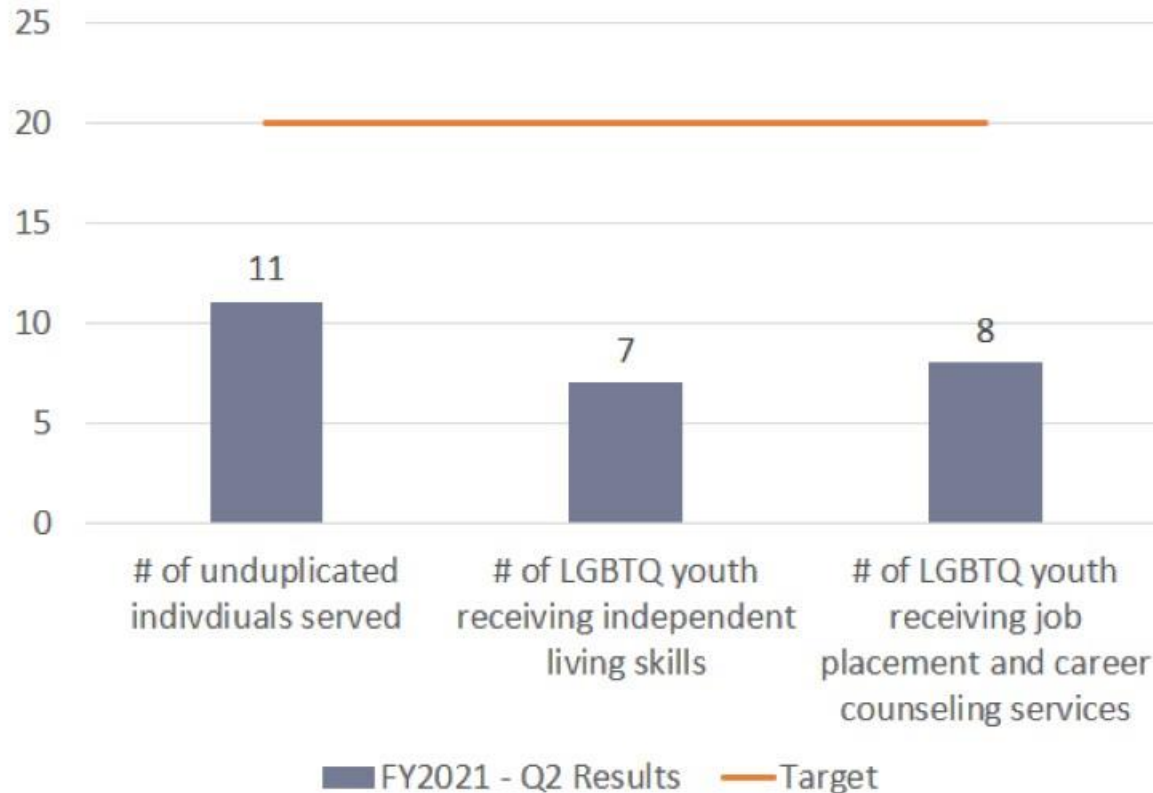
Individuals and Families served by  
Criminal Justice Services for  
Transitional Housing in FY2020

76

Individuals and Families served by  
Criminal Justice Services for  
Transitional Housing in  
FY21 year to date

# Board Priority: Affordable Housing *(performance)*

## Community Service Grant Recipient



## Time Out for Youth:

The center offers support, advocacy, and opportunities for personal development and social interaction to lesbian, gay, bisexual, transgender, queer and questioning (LGBTQ) youth ages 11-20.

# 50%

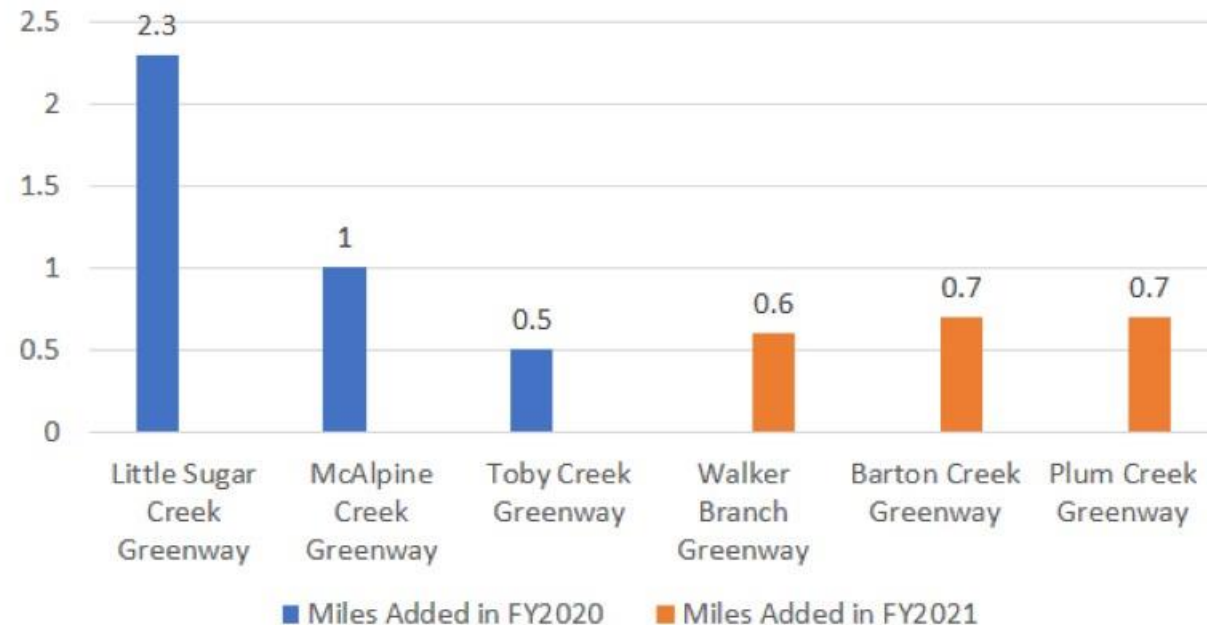
of youth housed within 45 days of completing housing intake at the Center  
(Target: 45%)

# Parks and Greenways

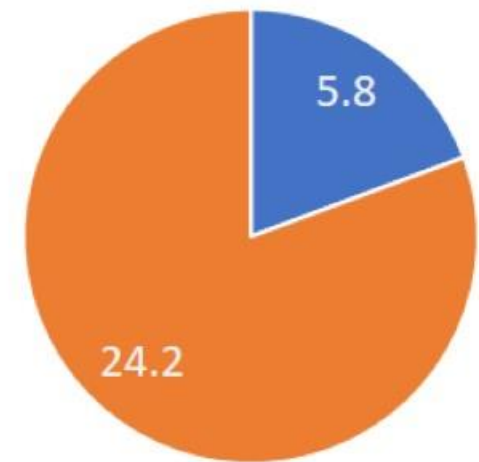
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# Board Priority: Parks and Greenways *(performance)*

**Accelerated Greenways:**  
Total Projects (totaling 5.8 miles) Completed  
Towards FY2023 Target  
*(Miles Added in FY2020 and FY2021 (to-date))*



FY2023 Target (30 Miles)



■ Greenway Miles Completed  
■ Greenway Milest Remaining

# Early Childhood Education (Meck Pre-K/Childcare Subsidy)

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# Board Priority: Meck Pre-K/Childcare Subsidy

*(FY20/FY21 performance)*

Meck Pre-K	Childcare Subsidy
FY2020 Performance	
80% of children were on track for kindergarten readiness (target: 80%)	766 children ages birth to five remained unserved on CCRI's childcare subsidy waitlist
1206 students were enrolled in Meck Pre-K classrooms (target: 1242)	
69 classrooms were open and operating through March 2020 (programs operated remotely April-June due to COVID-19) (target: 69 classrooms)	
FY2021 Performance	
89 Meck Pre-K classes are open at 50% capacity due to COVID-19	As of December 31, 20, 755 children ages birth to five remained unserved on CCRI's childcare subsidy waitlist
782 students enrolled in MECK Pre-K classrooms to-date (target: 801 slots)	

**Note:** Priority is linked to the County's FY2020-FY2022 Strategic Business Plan

# Reducing Racial Disparities

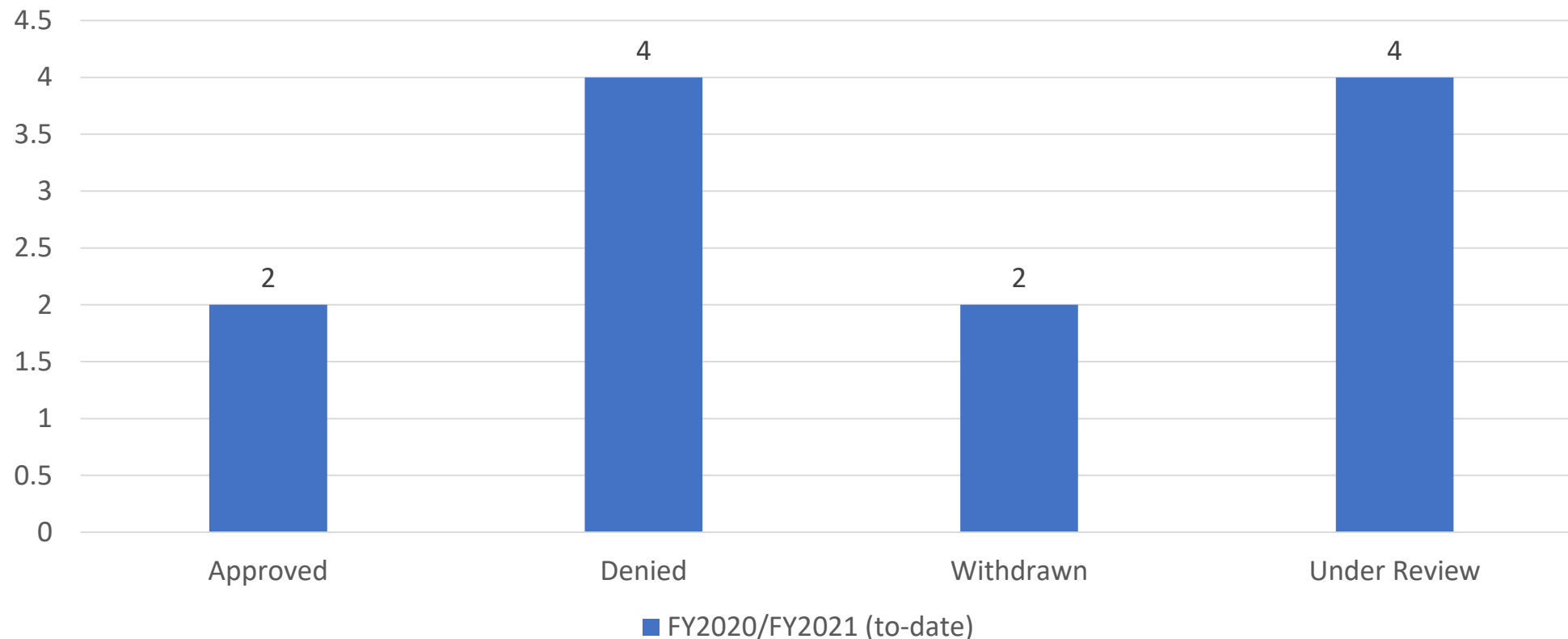
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# Board Priority: Reducing Racial Disparities

## *(Small Business Revolving Loan Funds)*

The loan program was established with \$2,750,000 in eligible funds and is administered by the Carolina Small Business Development Fund. Since inception, the following has been performed.



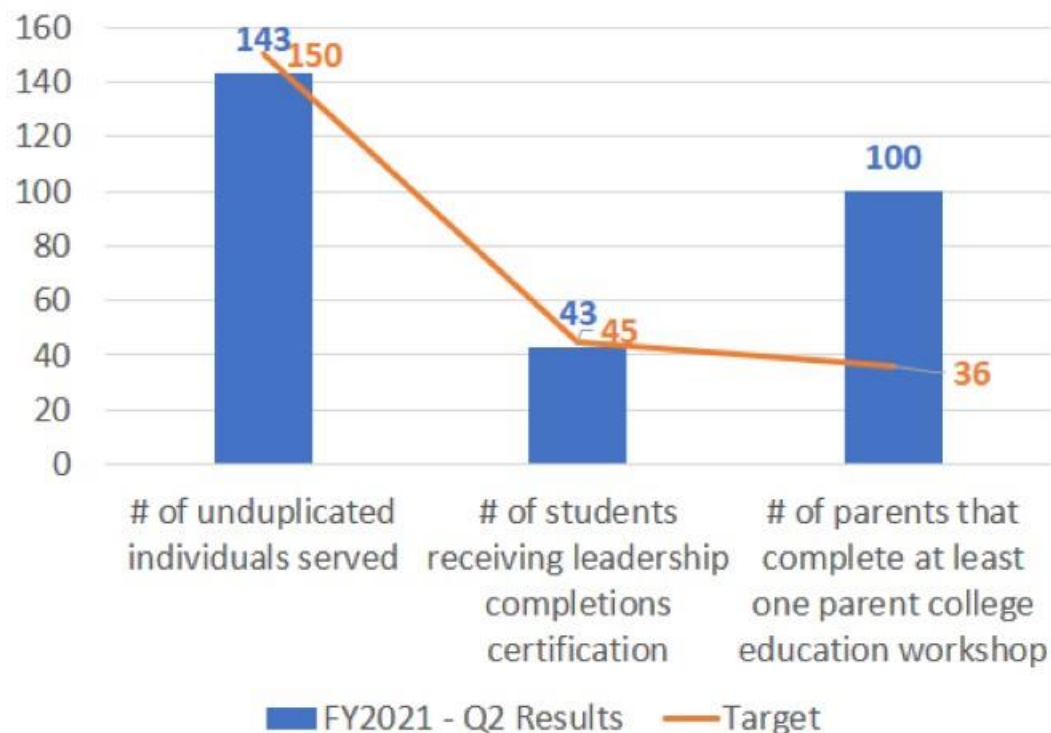
Note: Due to the economic impacts of COVID-19, small businesses have utilized Mecklenburg County's Small Business Stabilization Loan Program to a greater extent than the Revolving Loan Program.

# Board Priority: Reducing Racial Disparities

*(FY21 performance for Community Service Grant recipients)*

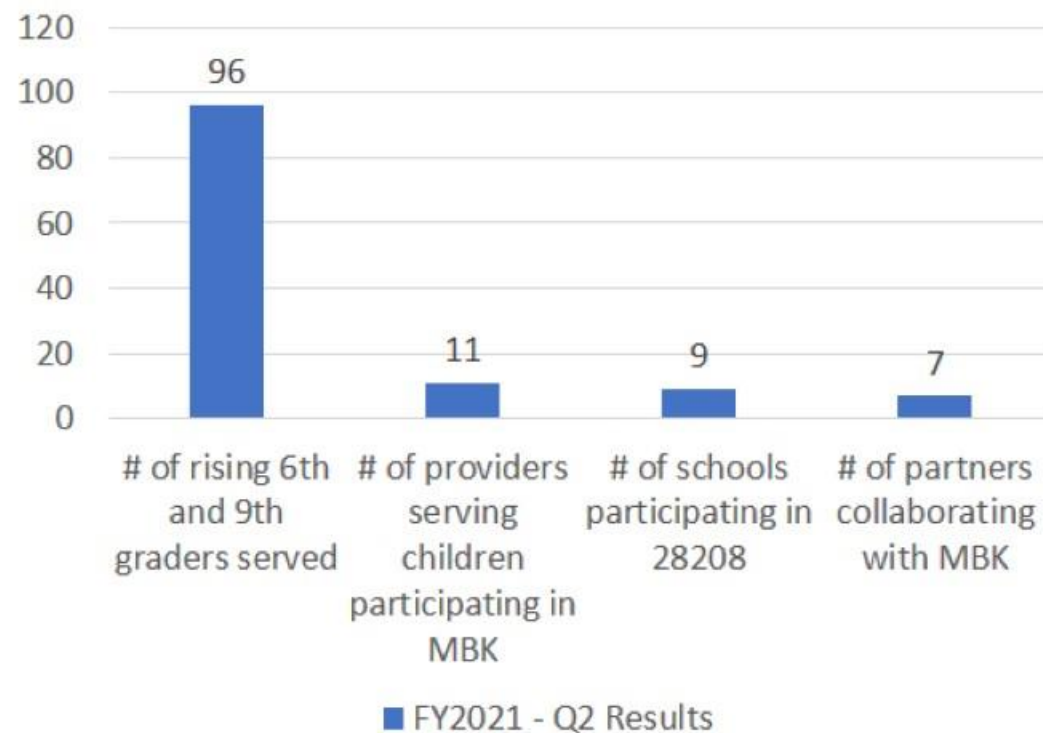
## Young Black Leadership Academy

Provides leadership training sessions, college prep education, and community service projects at Johnson C. Smith University and UNCC



## My Brother's Keeper Charlotte-Mecklenburg\*

Provide services to improve outcomes for boys and young men of color by serving as the backbone organization of a collective impact effort



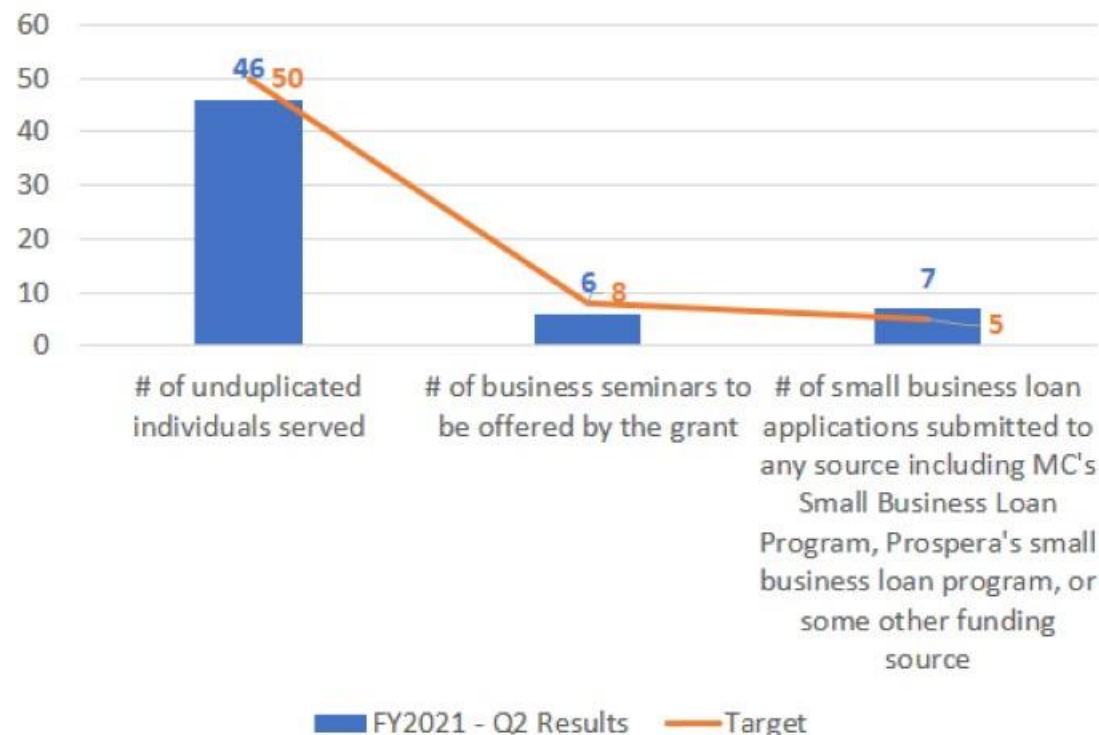
\*No targets were set for FY2021 given start-up

# Board Priority: Reducing Racial Disparities

*(FY21 performance for Community Service Grant recipients)*

## Prospera

Provides bilingual assistance to Hispanic entrepreneurs trying to establish or expand their business by offering business seminars, consulting services, and access to capital



## Loaves and Fishes

Provides groceries to individuals and families experiencing a short-term crisis through a network of food pantries in Mecklenburg County

584

Individuals served by the MC grant (Target: 840)

391,983

Produce pounds of food distributed (Target: 230,000)

Note: Results are for quarter 2

# Mental Health

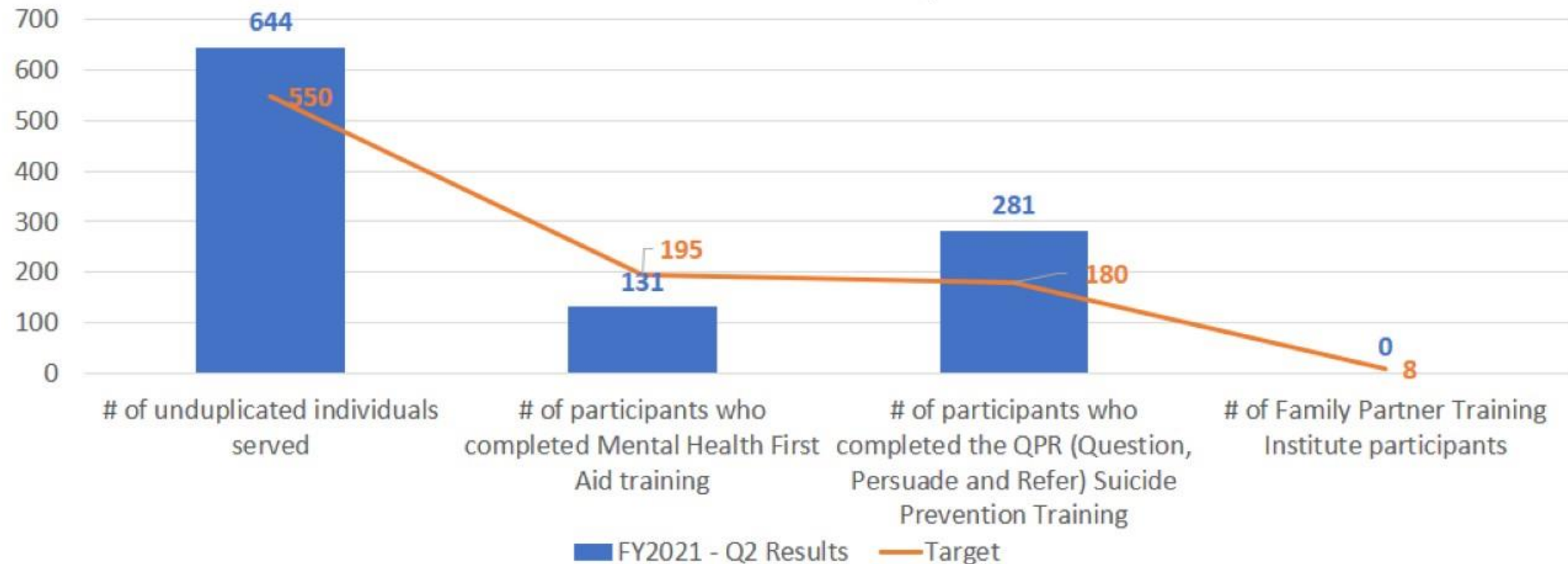
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# Board Priority: Mental Health *(FY21 performance)*

## Community Service Grant Recipient

## Mental Health America of Central Carolinas

Provides one-on-one and group support for families with youth experiencing emotional, behavioral, and mental health challenges, as well as community outreach and education on suicide prevention.

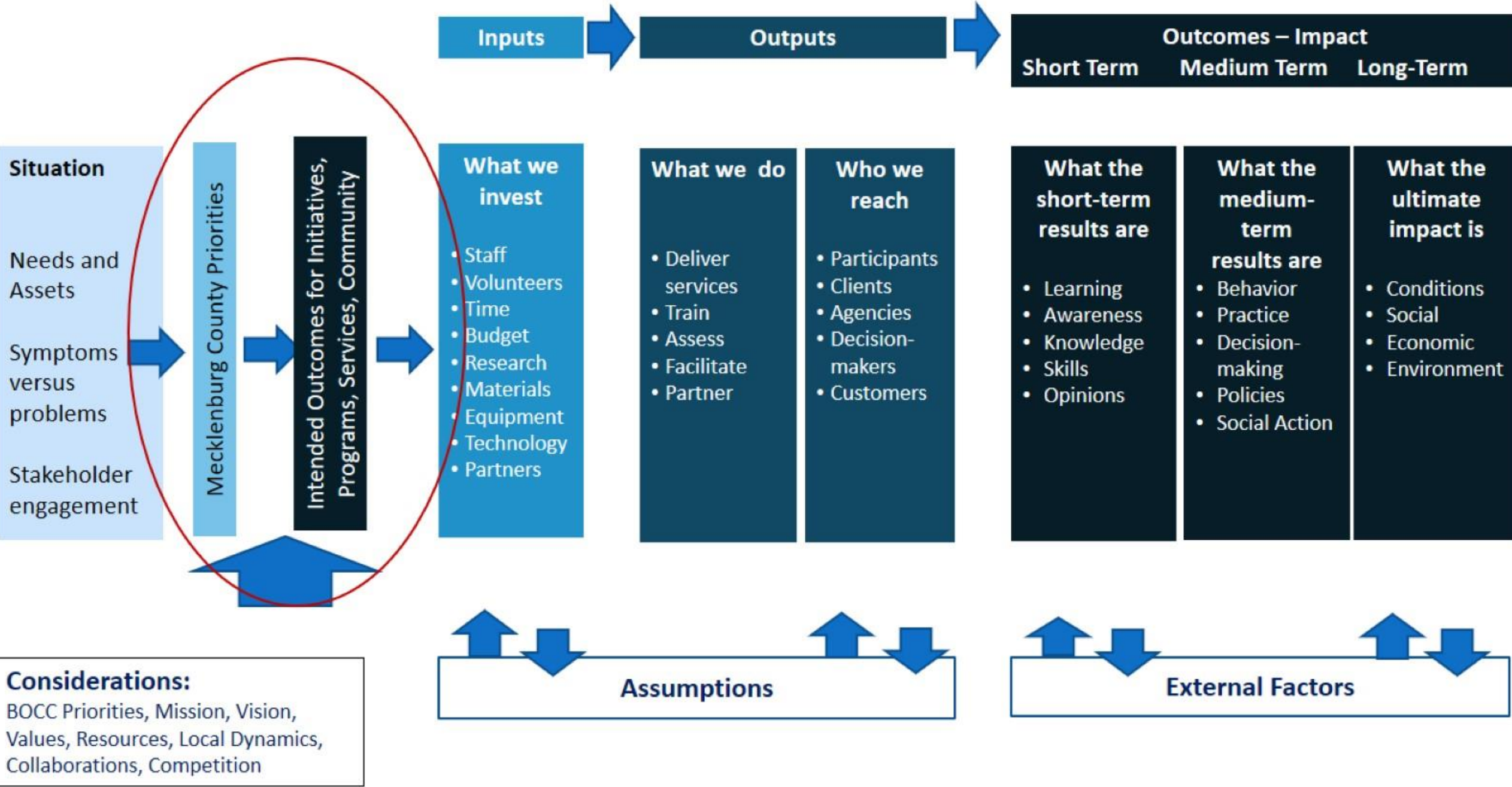


# Going Forward

Preparing to Set the Board's Priorities – Considerations + Next Steps



Logic Model Example: Setting priorities to get to desired outcomes and community impact





# Board Priority Considerations:

Focusing on the intended outcomes for the County

Board Priorities	Intended Outcomes for Initiatives, Programs, Services, Community	Inputs	SMART Goal Considerations
What will the Board set as its priorities?	<ul style="list-style-type: none"><li>• What are the short-term results?</li><li>• What are the medium-term results?</li><li>• What is the ultimate impact?</li></ul>	<ul style="list-style-type: none"><li>• What are the resource needs?</li><li>• What do we need to invest?</li><li>• Who is accountable for the results?</li></ul>	<p><b>Specific:</b> What do we want to achieve?</p> <p><b>Measurable:</b> Is it measurable, can we track the information?</p> <p><b>Achievable:</b> Is it realistic to achieve?</p> <p><b>Relevant:</b> Is it within the County's control or responsibility?</p> <p><b>Time-Bound:</b> Is it urgent to focus on in the short-term, medium-term and/or longer-term?</p>

# Board Priority Considerations:

What do we need to think about going forward

- We have just begun to scratch the surface with the existing priorities
- Existing revenue streams support existing roles of the County
- Expanding the role of the County may require new funding, now or in the future
- Greater specificity, when possible, results in better tracking of performance and impact

# Board Priority Next Steps

Setting the Board goals, measures in place

Pre-Budget Formulation/Recommendation/Adoption			Post Budget Adoption
After today	February 2021	March 2021	
CMO staff will immediately begin reviewing the FY2021 (current status of priorities/initiatives) and begin identifying performance information that may be available for FY2022 Board priorities	The Board will receive a presentation of performance information aligned to the FY2021 priorities/initiatives and FY2022 newly determined Board priorities	<p>The Board will undergo a measure and target identification exercise with CMO staff</p> <p>CMO staff will review and determine feasibility of target achievement (short-term or long-term) and follow-up with the Board to determine final set of measures.</p>	<p>CMO staff will finalize targets, begin official data collection and track information in a dashboard for the Board to review and monitor</p> <p><i>Note: Depending on the measures determined, results may or may not be available monthly or quarterly</i></p>